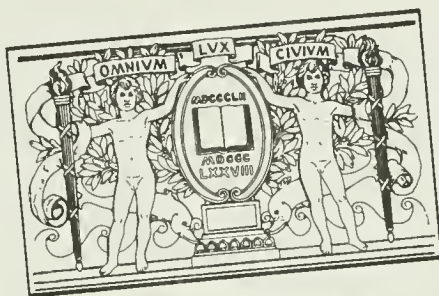


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*Meeting the Promise*  
*BHA 1987 Annual Report*



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When I announced my candidacy for Mayor from the West Broadway housing development, it was more than just another campaign stop. I wanted the people of Boston to know that the fortunes of ten percent of our city's population would no longer be ignored by City Hall.

For my Administration, the agenda for public housing is clear. First, city government must ratify home rule legislation to establish a permanent governing body for the Housing Authority which allows independent oversight while retaining appropriate powers for the Administrator. Our efforts must ensure that public housing tenants are invested in the running of the Housing Authority and that the public may expect direct accountability from the Administrator and the Mayor relative to their performance.

We will continue to raise our voices at the national level to reverse the short-sighted policies of the last decade which have ignored the indispensable role housing plays in preserving a liveable city.

We will and must be ready to share resources to expand public housing opportunities. There are new and experimental approaches to low-income housing in which the City can play a vital role. We must be ready to enter into such efforts with an open and creative attitude.

Finally, as leaders, we must promise ourselves that we will never turn our backs on people just because they are poor. That is why one of the most important steps I have taken on behalf of Boston's 60,000 public housing tenants is the selection of Doris Bunté as Administrator of the Boston Housing Authority. Sixteen years as a resident of Orchard Park and twelve years as an effective state representative are ideal qualifications for the position. But there is another special quality Doris brings to the job—an ability to care so much that she makes others care as well.



This report documents the significant achievements of the Boston Housing Authority. I hope it will help you share with us the satisfaction that comes from struggling with one of the most difficult problems a city can face, and seeing the progress we have made, together.

Sincerely,

A handwritten signature in black ink that reads "Ray Flynn". The signature is fluid and cursive, with the first name "Ray" and last name "Flynn" clearly distinguishable.

*Raymond L. Flynn*  
*Mayor of Boston*





In January of 1985, I began the most important job of my career—Administrator of the Boston Housing Authority.

As a resident of Boston public housing for sixteen years, and a former Boston Housing Authority Commissioner, there was much about the job I already knew. I knew the conditions tenants faced in decaying developments. I knew the frustration of dealing with an indifferent bureaucracy out of touch with its mission. I knew the struggle of living in a society which blames poverty on the poor.

There were also things I didn't know. I didn't know if tenants would have the courage to trust an agency with such a checkered history. I didn't know if Massachusetts political leaders would step in to fill the widening federal funding gap. I didn't know if strategies could be found to reclaim more than 2500 vacant units, to answer a backlog of 10,000 maintenance requests, or streamline a bureaucracy losing millions in federal and state dollars simply because it failed to spend the money on time.

Two and a half years later, I am pleased to say that this administration has answered these questions in a resoundingly positive fashion. I hope you will take a moment to look through the report which highlights these achievements. Public housing in Boston may be different than you think.

Public housing in Boston is 18,000 units inspected each year to meet the standards of the State Sanitary Code, and maintained by a system which answers emergency repair calls in a single day. Public housing is a massive redevelopment program bringing modern design to crumbling buildings and grounds. Public housing is 8000 units leased from private landlords in every section of Boston, monitored on a regular basis to insure quality housing at a fair rent. Public housing is a dedicated staff of motivated professionals who believe the job is worth doing well. Public housing is more than 60,000 tenants taking charge of their lives as never before.

While we take great pride in our recent accomplishments, we also know there is much left to be done. All the renovation and expansion work now planned or underway still will not provide enough homes for those who need them most. Boston must address this critical issue with foresight and determination.

Once viewed as an idea whose time had come and gone, public housing is now revealed as an essential service to balance the failure of the private market to provide adequate housing for people of every level of income. How we choose to meet the challenge of providing that housing will fundamentally define the quality of our society for years to come.

Sincerely,

*Doris Bunté*  
Administrator

*"I believe in an America where every family can live in a decent home in a decent neighborhood—where children can play in parks and playgrounds, not the streets of slums—where no home is unsafe or unsanitary..."*

President John F. Kennedy





## Meeting the Promise

In the 1930s, President Franklin Roosevelt initiated massive federal support programs to lift America out of its greatest depression. One such program established the United States Housing Authority, providing millions of dollars for construction of low-income housing across the country.

Boston's housing, weakened by the national economic collapse and a steady erosion of manufacturing industry, was frequently characterized by slums and evictions. Responding to President Roosevelt's initiative, city leaders moved quickly to form the Boston Housing Authority and to begin construction of "decent, safe, and sanitary" low-income housing. Massachusetts state government joined the national effort by providing its own funds for public housing—one of the few states to do so.

Boston's first development, Old Harbor Village—now called Mary Ellen McCormack—was completed in 1938. The construction of thousands of other units soon followed, replacing slums and shanties with modern structures. During the 1940s and 1950s, construction continued, as public housing expanded to meet the needs of soldiers returning from World War II and Korea.

Residents entered public housing believing they would soon be able to afford homes and apartments in the private market. With the economic boom of the 1950s, this hope became a reality for many. But as public housing began to serve an increasingly minority constituency, struggling economically and denied housing elsewhere, policy makers and public officials began to turn away. During the 1970s, Boston's public housing began a steady decline, halted only when the State Superior Court placed the Boston Housing Authority in Receivership in 1980.

After four years of Receivership, the Authority has once again begun to operate as an independent agency. This Annual Report, the first in many years, documents the resurgence of the Boston Housing Authority as it strives to meet the promise first offered in 1937—the promise of decent, safe, and sanitary housing for individuals and families struggling to live on limited incomes.

BHA residents, staff and public safety personnel gather with management and workers at the Commonwealth development in Brighton. Extensive unit redevelopment, systems work, site improvements and landscaping have made this 392-unit development a showcase of redevelopment activity.

Mayor Maurice Tobin breaks ground at the Charlestown development circa 1939. One of the oldest BHA properties, the development, which is nestled at the foot of the historic Bunker Hill monument, presently houses 920 families.



John Bok, Mary Machines, Helene Fisher (seated), Marcia McLaughlin, Rosemary Sansone, John Almeida, and Larry Dwyer of the BHA Monitoring Committee. Not pictured: Thomas Evers, Kristen McCormack, and Barbara Mellan. The Committee advises the BHA on post-Receivership policy.



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*"There are new and experimental approaches to low-income housing in which the City can play a vital role. We must also continue to raise our voice at the national level, to reverse those short-sighted policies of the last decade that have ignored the indispensable role housing plays in preserving a liveable city."*

Raymond L. Flynn  
Mayor  
City of Boston



## Expanding Housing Opportunities

**The Boston Housing Market** Attracted by economic opportunity and Boston's rich cultural and historic traditions, renters and buyers with substantial incomes vigorously seek choice apartments and condominiums in every area of the city. This has led to competition for even the most modest housing, making demand so great that 14,000 families are now on the Housing Authority's waiting list. Faced with these stark facts, the Authority is making every effort to both preserve and increase the number of public housing units.

**Reducing Vacancies** By 1980, Housing Authority maintenance had failed so badly that one-fourth of its units were unfit for habitation. The Authority's astounding vacancy rate was a major cause of court intervention.

Getting its vacant units back on the market is one of the Authority's most critical missions. Since January of 1985, over 500 units have been rehabilitated. By the end of 1987, the overall vacancy rate will be reduced to 11%. The rate of vacancy reduction will have reached an average of 27 units a month—a 42% improvement over 1985. Housing Authority plans call for the rehabilitation of all remaining vacancies by 1992.

**Modernization** Since January of 1985, the Authority has attracted more than \$150 million in state and federal funds for extensive modernization work underway at more than twenty developments citywide.

During the last two years, federal modernization money has been invested at a record rate of \$1.8 million per month, in badly-needed roof replacement, window repair, bathroom modernization, waterproofing, hallway renovation, and elevator repair.

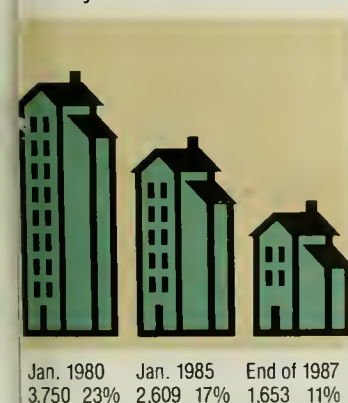
**Redevelopment Efforts** Boston's first public housing development was completed fifty years ago. Many others were built during the 1940s and 1950s. In some cases, massive reconstruction has proven to be the only strategy for keeping aging units on the market.

Redevelopment activity is now underway at Charlestown, Mission Hill Main, Mission Hill Extension, and General Warren Apartments. Substantial redevelopment is also planned for Cathedral, Bromley Park, Heath Street, Archdale and Orient Heights. Since January of 1985, \$125 million has been secured by the Authority for these efforts, increasing the number of units undergoing redevelopment by 100%.

In addition, the troubled Fidelis Way Development has successfully been transformed into the 392-unit Commonwealth Development, offering handsome townhouses, and one and two bedroom apartments. Two other large redevelopment projects nearing completion, at Franklin Field and West Broadway, will entirely reconstruct some of the Authority's oldest housing. As cracked concrete and broken glass have given way to paved walkways and green grass, tenants once again take pride in where they live.

Worker begins redevelopment work at the West Broadway development in South Boston. Since 1985, the BHA has secured over \$125 million for redevelopment efforts here and at nearly a dozen other family developments around the city.

Vacancy Reduction 1980 - 1987







*Members of the Planning, Design and Development Division study plans for the construction of a new development in West Roxbury. The development will contain 2 four-bedroom units of staffed group housing for mentally retarded individuals.*

**Harbor Point** Conceived as the largest public housing development in New England when it was built in 1954, Columbia Point once provided 1504 units of low-income housing. But a decade of official neglect turned the promise sour. By 1975, the development housed fewer than 400 families.

Columbia Point's original site is now a choice piece of urban real estate. Pressure from private developers to utilize this land has combined with the tenacity of the remaining residents to produce a unique arrangement. The once-battered development will now be remodeled by private developers into Harbor-Point—a mixed-income community with 1283 rental apartments. As part of the agreement which leases the site from the Authority for a 99-year period, 400 units will be permanently preserved as low-income housing.

**Securing Foreclosed Properties** In an aggressive and innovative step, the Authority recently moved to secure two low-income housing properties threatened with sale to private owners for development as upper-income housing in the South End.

One site was purchased directly from HUD, while the other was secured in a dramatic bid at public auction. While these properties require repair and upgrading, 148 units have been preserved for low-income housing in one of Boston's most desirable neighborhoods.

**Leased Housing** In addition to its conventional developments, the Authority encourages rental of private housing to low-income individuals and families by helping tenants pay their monthly rent, or by providing a guaranteed subsidy to landlords who rehabilitate or construct units for exclusive use by low-income renters. With limited funds for new construction, leased housing is becoming an increasingly important strategy for the provision of low-income housing.

Since January of 1985, a complete restructuring of the Leased Housing Division has resulted in a substantial increase in the opportunities available to eligible families. The Authority will distribute one-third more in rental subsidies in 1987 than in 1985. By April of 1988, the number of new subsidy certificates issued since 1985 will total almost 1400 - an increase equal to half the gains made by the Authority during the previous nine years.

The Authority is also providing housing subsidies to pregnant and parenting teens and to Department of Mental Health clients, and has recently received 200 Emergency Access certificates for homeless families.

*A Leased Housing building in Dorchester. The BHA's Leased Housing Program provides rent subsidies to qualified applicants who may then apply for housing in the private market. The Authority administers over 8000 of these units in locations throughout the city.*



## Responding with Efficiency

*Responding With Efficiency* At the time of court intervention, almost a third of all Boston Housing Authority living units were vacant. Many requests for basic repairs went unanswered. Whole buildings within developments were abandoned. Millions of dollars in vital federal and state rehabilitation money remained unspent. Hallways and common areas had deteriorated. Residents felt abandoned. Employee morale hit bottom. A feeling of desperation settled upon public housing in Boston.

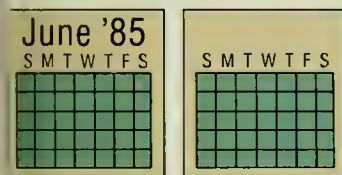
During Receivership, initial steps were taken toward reform. In the past two and a half years, these first steps have become confident strides.

*Operations* The Operations Division is responsible for maintenance and management of more than 18,000 housing units within the Authority's 70 developments. By January of 1985, the Division had stemmed the tide of neglect and confusion by installing a sophisticated computerized system to track all requests for maintenance and repairs. Strict job performance standards, increased staffing, and accountability at the local development level improved the capacity and morale of the workforce.

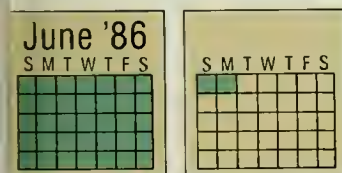
Initially, the tracking system reported more than 10,000 unanswered maintenance requests, and a comprehensive inspection of housing units revealed that 80 % failed to meet the minimum standards of the State Sanitary Code. Rent collection also remained seriously deficient.

Two and a half years later, the Maintenance Work Order System boasts a capacity of handling 1100 work orders a week. Routine requests are met within an average of 19 days, and often in considerably less time. Emergency requests—such as those concerning heat, water and lighting—are met within a single day. Since January of 1985, the Operations Division has filled more than 115,000 work orders. The Division now completes an average of 5300 maintenance requests each month. The backlog of outstanding orders has been reduced from 10,000 to 2000.

### Workorder Turnaround Time 1985-1987



June, 1985: 60 Days



June, 1986: 32 Days



June, 1987: 11 Days

*A workman rebangs a door at the Mission Hill Main development in Roxbury. Average response time for this type of repair since the institution of the Maintenance Work Order System has dropped from 60 days (June 1985) to 11 days (June 1987).*





*"The Boston Housing Authority has had a turbulent history. But our innovative new management systems, strict job performance standards and a new Maintenance Work Order System have stemmed the tide of neglect and confusion. The Authority is on its way back—and we have the record to prove it."*

David Gilmore  
Special Deputy for Operations  
Boston Housing Authority





Number of Units in Code Compliance



*The BHA's Maintenance Work Order Center. Nerve center of the Maintenance Work Order System, this fully computerized 24-hour a day operation can handle up to 100 work order requests a week.*

A \$5 million Code Compliance Program has brought 87 % of Authority housing units into compliance with the State Sanitary Code, and every living unit is now inspected once a year.

The Division is also experimenting with a system at Mission Hill Main which divides the development into three sectors, each assigned its own manager. Reorganizing a large, dense development into smaller sectors under the supervision of a senior manager may provide an effective strategy for improved management and maintenance at other large family developments.

With the recent hiring of six Rent Collection Specialists, and the initiation of a concentrated effort to improve collection, outstanding rents have been reduced by more than \$150,000 in a three month period.

**Construction Management** The Construction Management Division oversees all of the Authority's capital improvement work, ranging from the rehabilitation of existing units to the construction of new public housing.

Years of inefficiency and poor management had rendered the Division incapable of spending state and federal renewal funds in a timely manner. By 1985, the Authority had failed to use \$42 million, which was then subject to possible recapture by funding sources.

New management moved quickly to reorganize and to conduct the Division along the lines of a private business. Restructuring the workforce resulted in more than 150 personnel terminations. Computerization allowed for detailed cost control and effective tracking of manpower and materials. But red tape and bureaucratic demands still slowed modernization efforts by as much as twelve to eighteen months.

The solution lay in developing skilled and motivated in-house construction crews, less constrained by stringent federal and state regulations, to move forward with capital improvements. This bold strategy has rapidly increased efficiency. Since 1985, construction personnel employed directly by the Authority have performed \$55 million in critically needed renovation work, and are directly responsible for the rehabilitation of 500 housing units. By the beginning of 1988, the Authority will have entirely expended all residual federal funds, some of which dated back to 1979.

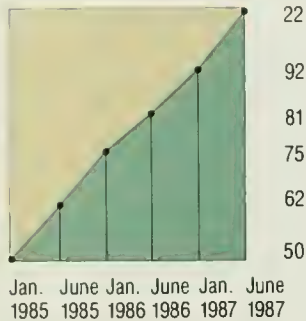
Gaining command over the rehabilitation of its vacant units has allowed the Authority to qualify for its first new construction grant since 1980—a \$20 million program which will result in the construction of 85 new units, and the purchase of more than 100 condominiums for use as public housing.

**Fiscal Affairs** The Fiscal Affairs Division administers the financial activities of the Authority—budget preparation and oversight, purchase and storage of supplies and building materials, and collection and processing of Authority financial data.

In 1985, Fiscal Affairs was reorganized as a full Division, with separate Departments for each of its major functions. One of the new Departments—Management Information Systems (MIS)—has contributed substantially to increased efficiency by providing a centralized database for use by Departments throughout the Authority.

## Expenditure of Modernization Funds

(In Millions)



A major benefit of MIS is automated rent calculation with 100 % accuracy. Previously done manually, with a 25 % error rate, computerized worksheets displaying comprehensive data from each tenant's file are now provided to local development managers. Quarterly reports to funding agencies, once also done manually, are now handled by the computer system as well.

The Central Stores Department, the Authority's warehouse of supplies and building materials, has also been completely automated, improving inventory management while cutting down on paper work. And for the first time in fifteen years, the Authority's payroll is handled entirely in-house, servicing 1400 employees along with unions, government agencies, and creditors. MIS also supports complex activity in other Divisions, such as Tenant Selection, Leased Housing, and the Maintenance Work Order System.

**Planning, Design and Development** When the Authority's Planning, Design and Development Division was reorganized and expanded in 1985, a small staff of generalists was replaced by a much larger complement of planning and design specialists, as the Division moved to improve its capacity to renovate existing units and provide new public housing.

The Planning Department's ability to thoroughly document capital needs has strengthened federal and state funding applications. Creative initiatives have led to innovative programs such as the acquisition of condominiums for use as public housing. A study of private real estate activity adjacent to public housing developments in Boston has improved the negotiating position of impacted low-income residents.

The Design Department has established uniform design standards and cost guidelines for renovation and site improvement, and provides in-house support for review of consultant plans and specifications. The Redevelopment Department coordinates all renovation work—ranging from vacancy rehabilitation to modernization—while the Development Department monitors new construction for quality and efficiency.

**A New Reputation** The Boston Housing Authority's turbulent history has left a seemingly indelible impression on the public mind—an impression of decaying developments, angry tenants, and inept and uncaring bureaucrats. This harsh image took a long time to form, and it will take a long time to change.

The change has already begun—with tenants who see the Authority as an ally rather than as an enemy—with state and federal funding agencies who see fundamental and wide-ranging improvements in operations—and with public officials who see that the Authority can be trusted to spend public money with care and efficiency.

*The Boston Globe* now describes the Boston Housing Authority as "Public Housing That Works." *The Miami Herald*, in a recent series on public housing, declared "Boston Gets Down to Business." Around the country, the Authority is cited as an agency on its way back. Its progress is documented by hard facts on the reduction of vacant units, effective performance of maintenance, aggressive renovation and redevelopment, sound internal management, and an innovative attitude about the future.

## Living with Dignity

Administrator Bunté's sixteen years as a resident of public housing have provided her with a rare vantage point from which to conduct the Authority's affairs. This unique perspective has made her a forceful advocate for the Authority's 60,000 tenants.

**Building Pride and Self Esteem** People who live in public housing are poor. But they still deserve a chance to feel confidence, pride, and self-esteem.

In Boston public housing, quality of life for residents begins with the condition of each living unit, now inspected annually to insure compliance with the State Sanitary Code. Millions of dollars are also being invested in renovation of hallways, elevators, and building entrances. Site improvement programs are removing graffiti, painting building exteriors, installing additional trash containers, repairing fencing and benches, reconstructing play areas and landscaping grounds.

While the Authority's most pressing mandate is the provision of decent, safe, and sanitary low-income housing, the BHA is more than just bricks and mortar. The Authority believes that developing and supporting a variety of other services and programs can both enhance the lives of individuals and strengthen the bonds of community.

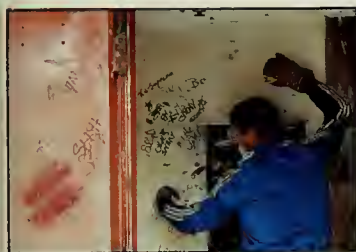
**Public Safety** Authority tenants face the same level of crime as other citizens of Boston. But the mythology surrounding life in public housing distorts this fact, particularly for residents themselves. The fear of crime can gnaw at tenants until many simply hide behind locked doors.

The Authority's Public Safety Department seeks first to provide a professional police presence that is sensitive to development life, and secondly, to help promote the sense of community necessary to resist crime.

The Police Operations Department provides a highly trained contingent of 43 licensed police officers working undercover to deter crime before it happens. In addition, the Boston Police Department makes a valuable contribution to the Authority's public safety efforts through the Team Police Program, which assigns 42 Boston police officers to Authority Developments.

The Authority also deploys 56 Public Safety Officers to its elderly developments to provide security, reduce safety hazards, and respond to medical emergencies. The officers are professionally trained in first aid, building patrol, and crime prevention.

The Crime Prevention/Community Affairs Department offers more than twenty programs to promote cooperation between residents and Public Safety personnel. Some are well-known national programs such as "Say No To Drugs," Operation I.D., and Neighborhood Crime Watch. Others have been developed especially for residents—fire evacuation, child fingerprinting, and security inspections.



*A BHA maintenance worker removes graffiti from a hallway. The hallway renovation effort is one of several BHA site improvement programs aimed at improving liveability in the developments and fostering a sense of resident pride and responsibility.*



*"Public housing residents have as much right to safe and sanitary housing as any other citizens of the city. And like other citizens, we must also share in the management of the communities in which we live, as well as in the process of caring for and preserving those communities."*

Anna Mae Cole  
Chairperson Board of Directors  
Bromley-Heath Tenant Management  
Corporation



*The BHA's Faneuil Development in Brighton. The BHA's goal is to provide not only decent, safe and sanitary housing for residents, but also programs such as day care, job training, teen centers, and senior health care services that enhance the quality of life.*

*Residents learn word processing at the Hickox School in Boston. The BHA's Community Services Department offers assessment and training for residents like these, as well as a full range of placement, counseling, educational and day care services.*



*Tenants at the Holgate elderly development take part in weekly exercise classes. The BHA provides its 38 developments for the elderly with extensive social services such as exercise programs, dental and health care services, counseling, and recreational services.*

The Department's most successful community program is the Sports Jamboree. This year-long series of local athletic activities leads to an annual citywide contest, and culminates in the statewide Massachusetts Public Housing Sport-A-Rama. This summer, the Sports Jamboree attracted more than 1000 participants to a day of citywide outdoor competition at the University of Massachusetts Harbor Campus. Boston's winning team competed against twelve other housing authorities at the statewide Sport-A-Rama, and claimed top honors for the second year in a row.

**Community Services** The Community Services Department, established in 1985, provides an array of programs which meet tenants' requests for services while strengthening the Authority's capacity to provide high quality public housing.

Tenant Task Forces, vital links between Authority staff and residents, are funded for each family development by the Community Services Department. These locally-organized and democratically-elected councils express residents' views on issues such as redevelopment, public safety, and tenants' rights. Community organizing in elderly developments is coordinated by the Massachusetts Senior Action Council.

Job training programs are available to help residents gain expertise in areas ranging from clerical and computer skills to carpentry and health care. Education programs range from Adult Literacy to free five-year full time scholarships at Northeastern University. Since January of 1985, outreach staff members have counseled more than 3800 residents, enrolling 1100 tenants in education or job training programs, and placing 500 directly into jobs.

Few services are more welcome than child care, offered at sixteen on-site facilities, with four more soon to open. The combination Kindergarten and Child Care program at the Washington-Beech Development was cited in *Newsweek Magazine* for its innovative approach.

Senior citizens and handicapped residents receive support services through collaboration with a wide variety of organizations and agencies. All 38 developments for the elderly are provided with counseling, referral, dental and health care services, recreation and exercise programs, arts and crafts activities, and alcoholism counseling.

The Authority is also expanding its youth programs, and will soon offer Back to School programs at Charlestown, Mission Hill, and Franklin Field. Working with Boston Community Schools, the Authority will also support local youth councils, provide education and counseling for teen mothers, and initiate an after school tutoring program.





### *Tenant Liaison*

In January of 1987, a resident was appointed as a full-time liaison between tenants and the Authority to support and strengthen their collaborative relationship. Extending outreach efforts to both tenants and tenant organizations, the Tenant Liaison undertakes site visits to each development, and is regularly available to both residents and development managers.

### *Equal Opportunity*

The Authority's commitment to equal opportunity begins with its own employees. In addition to meeting all affirmative action stipulations connected with state and federal funding, the Authority seeks to maximize representation of minorities and women within its own workforce. All Authority contracts are monitored on a monthly basis to insure minority representation of from 10 % to 30 % .

The Human Resources Division has recently hired a Tenant Program Coordinator who will work to fill entry-level jobs at the Authority with resident applicants, and to provide job training through the Community Services Division for access to upper-level positions. Since January of 1985, resident hiring has increased by 40 % .

The Fair Housing Program encourages racial balance within developments by giving preference to public housing applicants who choose to live in developments in which they would be in a racial minority. Under this program, for example, one quarter of the newly renovated units at Charlestown, Mission Hill and Franklin Field are being filled by applicants who are in the minority at each development.

### *Special Activities*

Beginning with a Children's Christmas Party in 1985, the Authority has expanded efforts to bring tenants and employees together in relaxed and positive settings.

In addition to picnics and cookouts at each development, and an annual Employee Picnic, the Activities Department has sponsored citywide events such as an Arts and Crafts Festival on Boston Common, where tenants' arts and crafts were displayed for sale, and a Senior Citizen Fashion Show at John Hancock Hall, where residents modeled fashions of the 1920s through the 1980s.

The most dazzling event of all, however, was the Golden Anniversary Grand Ball held on September 13, 1986. Political dignitaries joined 1000 guests in the Imperial Ballroom of Boston's Park Plaza Hotel as Housing Authority residents, staff and friends celebrated the 50th anniversary of Boston's public housing, and expressed pride in its achievements.

*Occupied unit rehab at the Mission Hill Main development. Over 500 units have been completely redone by BHA Construction Management Division personnel since 1985. At right, Luz Navarro and family relax at home in their rehabbed apartment.*



## Looking Ahead

This is an exciting period of renewal for Boston public housing. An agency once mired in controversy is now emerging as a national model for the provision of low-income housing. But as the Boston Housing Authority faces the future, its challenges will only increase.

**Funding** To counteract an extended period of severe underfunding by the federal government, Administrator Bunté has made extraordinary efforts to gain supplementary financial support. The Massachusetts State Legislature, for example, has provided \$5 million for the Code Compliance Program, and has taken the unprecedented step of providing \$85 million in state money during the past 3 years for use in federal developments.

And yet, faced with an estimated capital need of \$260 million for modernization of current housing stock, Boston public housing cannot be supported solely by the state. The Authority is working closely with national groups such as the Council of Large Public Housing Authorities (CLPHA), and the National Association of Housing and Redevelopment Officials (NAHRO) to reshape federal funding policy.

**New Housing** Vacancy reduction efforts will rehabilitate an additional 2000 housing units by 1992. The first new construction of public housing since the days of Receivership will begin soon. Innovative programs have resulted in the acquisition of two foreclosed properties from the federal government, as well as that of 115 public housing condominiums at various sites throughout the city. Demand for public housing in Boston, however, will continue to eclipse supply.

### Growth in Applicant Waiting List 1982-1987



*"How we choose to meet the challenge of providing public housing will fundamentally define the quality of our society for years to come."*

Doris Bunte  
Administrator  
Boston Housing Authority





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*A youngster reaches for the sky at the BHA Sports Jamboree. Held each summer, the Jamboree brings youngsters from every development together in friendly athletic competition. While winners receive medals and applause for their efforts, the real prize is the recognition of their achievements by their peers.*

**Public Safety** No area of the Authority's operation is more seriously threatened by lack of funding than is Public Safety. Federal money supporting the \$3 million annual budget of the Public Safety Department has been cut out by HUD. But in spite of the uncertainty of future state and federal funding, the Authority is committed to providing vital safety services.

**Resident Participation** To expand empowerment of residents, and help resolve a variety of difficult management issues, the Authority has inaugurated an ambitious experiment in joint participation. A formal agreement between residents and the Authority will soon grant tenants greater oversight in key areas such as budget, maintenance, public safety, and redevelopment.

**Keeping the Promise** The promise of safe, decent, and sanitary low-income housing is once again becoming a reality in Boston.

Innovative programs are providing new units for the first time in years. Vacant units and abandoned buildings are being revitalized and returned to the housing market. Extensive redevelopment and site improvements are transforming the face of Boston's public housing.

But the difficult history of Boston public housing illustrates how fragile this promise can be. Without the vigilance of policy makers and elected officials, low-income people are left to fend for themselves in harsh, unyielding environments.

Regardless of what else the future may bring, the Authority is determined that its residents will never again be denied a real and meaningful role in the decisions which affect their lives and homes. This is a promise that the Boston Housing Authority is deeply committed to, and it is one that the Authority fully intends to meet.

BOSTON HOUSING AUTHORITY COMBINED BALANCE SHEET March 31, 1986

*Special Revenue Funds*

*Federal financial assistance programs*

ASSETS	General Fund	Conventional (CFDA #14.146)	Housing assistance payments (CFDA #14.156)	Community Development Block Grant (CFDA #14.219)	State Programs	Other	Total (Memorandum only)
Cash	\$ (2,420,486)	\$ 141,017	\$ 22,085	\$ 74,262	\$ 506,912	\$ 325,980	\$ (1,350,230)
Investments	560,000	21,691,456	3,190,202		40,771,050	3,685,151	69,897,859
Accounts receivable:							
Tenants		1,854,532	13,015		336,030		2,203,577
HUD/State		46,455,407	1,543,537	1,644,660	978,525	914,703	51,536,832
Other	306,119	978,060	9,803		672,010	264,716	2,230,708
Due from other BHA funds	8,668,316	3,129,766	4,317		3,774,379		15,576,778
Accrued interest receivable		169,418	15,715				185,133
Advances		35,000			190		35,190
Debt amortization funds		282,408			111,101		393,509
Prepaid expenses and charges		133,410	19,306		38,471	121,631	312,818
Inventory		930,883			61,239		992,122
Land, structures and equipment		338,402,554	49,291	27,282,739	110,425,793	3,762,490	479,922,867
<b>Total assets</b>	<b>\$ 7,113,949</b>	<b>\$414,203,911</b>	<b>\$ 4,867,271</b>	<b>\$ 29,001,661</b>	<b>\$ 157,675,700</b>	<b>\$ 9,074,671</b>	<b>\$ 621,937,163</b>
<b>LIABILITIES AND FUND BALANCE</b>							
Accounts payable	\$ 7,113,949	\$ 3,085,666	\$ 2,851,132	\$ 160,922	\$ 3,611,000	\$ 434,541	\$ 17,257,210
Due to (from) other BHA funds		(351,578)	461,189	3,987,709	7524,950	3,954,508	15,576,778
Notes payable		39,003,401				3,737,992	42,741,393
Accrued interest payable		10,440,230			434,252		10,874,482
Accrued liabilities		2,550,890					2,550,890
Deferred HUD/EDCD contribution		146,744			325,326	970,082	1,442,152
Fixed liabilities		187,791,896			4,929,000		192,720,896
<b>Total liabilities</b>	<b>7,113,949</b>	<b>242,667,249</b>	<b>3,312,321</b>	<b>4,148,631</b>	<b>16,824,528</b>	<b>9,097,123</b>	<b>283,163,801</b>
<b>Fund balance</b>		<b>171,536,662</b>	<b>1,554,950</b>	<b>24,853,030</b>	<b>140,851,172</b>	<b>(22,452)</b>	<b>338,773,362</b>
<b>Total liabilities and fund balance</b>	<b>\$ 7,113,949</b>	<b>\$414,203,911</b>	<b>\$ 4,867,271</b>	<b>\$ 29,001,661</b>	<b>\$ 157,675,700</b>	<b>\$ 9,074,671</b>	<b>\$ 621,937,163</b>

BOSTON HOUSING AUTHORITY

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Twenty-four months ended March 31, 1986

*Special Revenue Funds*

*Federal financial assistance Programs*

	Conventional (CFDA) #14.146	Housing assistance payments (CFDA) #14.156	Community Development Block Grant (CFDA) #14.219	State Programs	Other	Total (Memorandums only)
Operating revenues:						
HUD operating subsidies	\$ 47,599,821	\$ 45,674,330				\$ 93,274,151
State operating subsidies				\$ 20,127,063		20,127,063
Operating grants					\$ 2,287,686	2,287,686
Dwelling rental	33,880,475	190,350		7,198,977	680,798	41,950,600
Interest on investments	4,039,067	305,572	\$ 21,913	1,014,202	42,969	5,423,723
Other income	72,132	48	18,164	378,658	533,836	1,002,838
Total operating revenues	85,591,495	46,170,300	40,077	28,718,900	3,545,289	164,066,061
Operating expenses:						
Utilities	33,549,602	788		8,870,156		42,420,546
Ordinary maintenance and operations	21,277,881	3,228		5,132,600	137,443	26,551,152
Rent to owners of leased dwellings		21,942,714		4,024,408		25,967,122
Housing assistance payments		19,003,524				19,003,524
General and other	11,371,043	919,147		4,391,670	588,040	17,269,900
Administration	11,914,226	3,745,653		4,090,223	889,289	20,639,391
Protective services	2,301,722	2,014				2,303,736
Tenant services	624,456			184,929	1,993,954	2,803,339
Nonroutine maintenance	53,459			361,846		415,305
Collection losses	746,205			177,291		923,496
Total operating expenses	81,838,594	45,617,068	—	27,233,123	3,608,726	158,297,511
Excess of operating revenues over operating expenses	3,752,901	553,232	40,077	1,485,777	(63,437)	5,768,550
Other revenues (expenses):						
HUD fixed annual contributions	61,900,445					61,900,445
State debt service contribution				1,542,833		1,542,833
Interest on notes payable and fixed liabilities	(25,143,375)			(1,542,833)		(26,686,208)
Prior years adjustments affecting residual receipts	4,237,295	57,298		1,000,912		5,295,505
Loss from disposition of real property and nonexpendable equipment	(4,993,796)		(6,256)			(5,000,052)
Other credits (charges), net	317,421	50,593		14,008		382,022
Total other revenues (expenses), net	36,317,990	107,891	(6,256)	1,014,920	—	37,434,545
Excess of revenues over expenses	40,070,891	661,123	33,821	2,500,697	(63,437)	43,203,095
Fund balance at beginning of period	131,465,771	893,827	14,161,449	104,274,288	40,985	250,836,320
Capital grant contributions			10,657,760	34,076,187		44,733,947
Fund balance at end of period	\$171,536,662	\$ 554,950	\$ 24,853,030	\$ 138,350,475	\$ (22,452)	\$338,713,362

# Boston Housing Authority Public Housing Developments





Type of Development	Name	# of Units	Location On Map
BRIGHTON			
Family	Commonwealth	392 (incl. 115 elderly units)	1
Elderly	Faneuil	258	2
	J.J. Carroll	64	4
	91-95 Washington Street	82	3
	Patricia White	225	68
CHARLESTOWN			
Family	Charlestown	1104	6
Elderly	General Warren	96	7
DORCHESTER			
Family	Columbia Point	670	9
	Evans Street	2	58
	Franklin Field	346	15
	Franklin Hill	363	8
	Ames Street	40	17
	Annapolis	56	10
	Ashmont	54	11
	Bellflower	112	76
	Codman	105	55
	Franklin Field/Elderly	40	16
	Holgate	86	34
	Lower Mills	183	59
	J.J. Meade	40	13
	Pasciucco	95	57
	Peabody	103	77
Elderly			
EAST BOSTON			
Family	Maverick	411	18
Elderly	Orient Heights	354	26
	Heritage	301 (incl. 20 family units)	64
HYDE PARK			
Family	Fairmount	202	19
Elderly	Davison	48	20
	Summer Street	105	73
JAMAICA PLAIN			
Family	Bromley Park	697	22
	Heath Street	319	21
	South Street	132	25
	Amory Street	227	52
Elderly	Bickford Street	64	23
	M.M. Collins	44	24
MATTAPAN			
Family	Gallivan Boulevard	251	62
Elderly	Groveland	64	63
	Hassan	100	61

Type of Development	Name	# of Units	Location On Map
NORTH END			
Elderly	Ausonia	100	65
ROSLINDALE			
Family	Archdale	288	31
	Washington/Beech	265 (incl. 48 elderly units)	29
Elderly	Roslyn	119	67
ROXBURY			
Family	Camden Street	72	51
	Infill I	26	74
	Infill II	28	75
	Lenox Street	304	44
	Mission Hill	841	27
	Mission Hill Extension	580	28
	Orchard Park	727	32
	RAP Rehab/Highland Park	25	72
	Whittier Street	198	33
	Walnut Park/Roundhouse	167	37
Elderly	Warren Towers	103	36
SOUTH BOSTON			
Family	West Broadway	676	40
	M.E. McCormack	1016	38
	Old Colony	853	39
	Foley Apartments	96	41
Elderly	Msgr. Powers	65	69
	W. Ninth Street	84	43
SOUTH END			
Family	Cathedral	503	45
	Rutland/E. Springfield	14	71
	W. Newton Street	136	60
	West Concord Street	74	
Elderly	Frederick Douglass	77	48
	Hampton House	78	48
	St. Botolph	133	56
	Torre Unidad	201	53
	Washington Manor	77	48
	Eva White	102	46
WEST ROXBURY			
Elderly	Rockland	72	54
	Spring Street	104	66

For more information about the Boston  
Housing Authority, please contact the  
BHA Communications Office at  
52 Chauncy Street, Boston, MA, 02111,  
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**Boston  
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